



# Goldman Sachs 2012 Lodging, Gaming, Restaurant and Leisure Conference

June 5, 2012

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# Forward Looking Statements

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*This quarterly report contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These statements include statements about the Company's plans, strategies, financial performance, prospects or future events and involve known and unknown risks that are difficult to predict. As a result, our actual results, performance or achievements may differ materially from those expressed or implied by these forward-looking statements. In some cases, you can identify forward-looking statements by the use of words such as “may,” “could,” “expect,” “intend,” “plan,” “seek,” “anticipate,” “believe,” “estimate,” “predict,” “potential,” “continue,” “likely,” “will,” “would” and variations of these terms and similar expressions, or the negative of these terms or similar expressions. Such forward-looking statements are necessarily based upon estimates and assumptions that, while considered reasonable by us and our management, are inherently uncertain. Factors that may cause actual results to differ materially from current expectations include, but are not limited to: the factors discussed in our filings with the U.S. Securities and Exchange Commission, including our Annual Report on Form 10-K; general economic uncertainty in key global markets; the rate and the pace of economic recovery following economic downturns; levels of spending in business and leisure segments as well as consumer confidence; declines in occupancy and average daily rate; our ability to successfully execute and implement our organizational realignment and the costs associated with such organizational realignment; loss of key personnel, including as a result of our organizational realignment; hostilities, including future terrorist attacks, or fear of hostilities that affect travel; travel-related accidents; natural or man-made disasters such as earthquakes, tsunamis, tornados, hurricanes, floods, oil spills and nuclear incidents; the seasonal and cyclical nature of the real estate and hospitality businesses; changes in distribution arrangements, such as through internet travel intermediaries; changes in the tastes and preferences of our customers; relationships with associates and labor unions and changes in labor laws; financial condition of, and our relationships with, third-party property owners, franchisees and hospitality venture partners; risks associated with potential acquisitions and dispositions; changes in federal, state, local or foreign tax law; increases in interest rates and operating costs; foreign exchange rate fluctuations or currency restructurings; lack of acceptance of new brands or innovation; general volatility of the capital markets and our ability to access the capital markets; in the competitive environment in our industry and the markets where we operate; outcomes of legal proceedings; and violation of regulations or laws related to our franchising business. All forward-looking statements, attributable to us or persons acting on our behalf are expressly qualified in their entirety by the cautionary statements set forth above. Forward-looking statements speak only as of the date they are made, and we do not undertake or assume any obligation to update publicly any of these forward-looking statements to reflect actual results, new information or future events, changes in assumptions or changes in other factors affecting forward-looking statements, except to the extent required by applicable laws. If we update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements.*

# Hyatt at a Glance

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Global hospitality company with 50+ year history and a long-term strategic focus

488 properties across 7 premier lodging brands and one residential brand

45 countries with presence in many key gateway cities

Owner, manager, franchisor

Diverse earnings streams with strong balance sheet and liquidity position

90,000+ associates and experienced senior operating management team

# World Class Portfolio of Brands Serving Multiple Segments



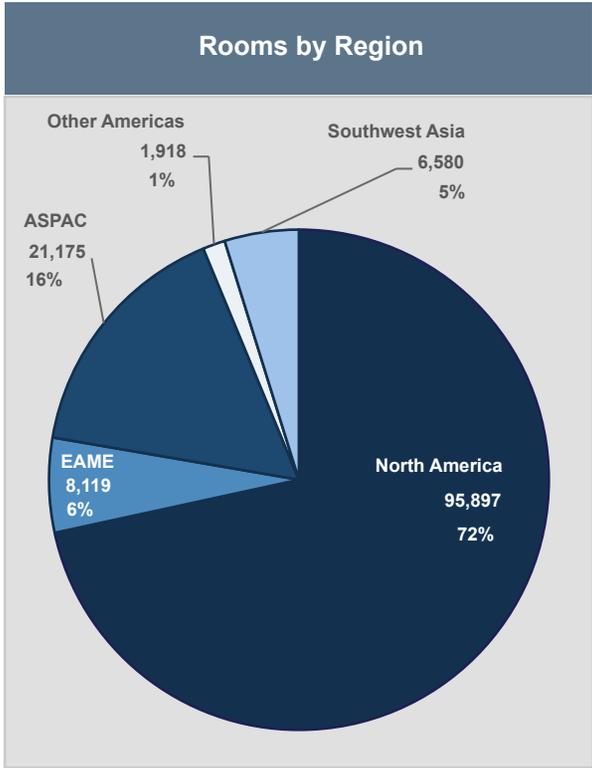
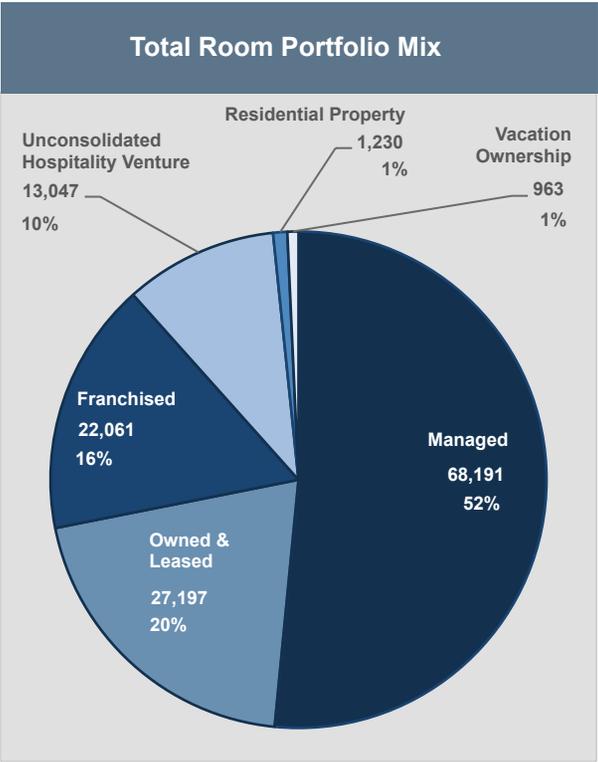
Luxury (4%)	Upper Upscale (73%)			
				
Select Service Upscale (16%)	Select Service Extended Stay* (6%)	Vacation Ownership / Residential (1%)		
				

Note: Percentages based upon room/unit counts as of March 31, 2012  
\*Hyatt House is changing its brand identity from Hyatt Summerfield Suites

# Worldwide Portfolio Overview

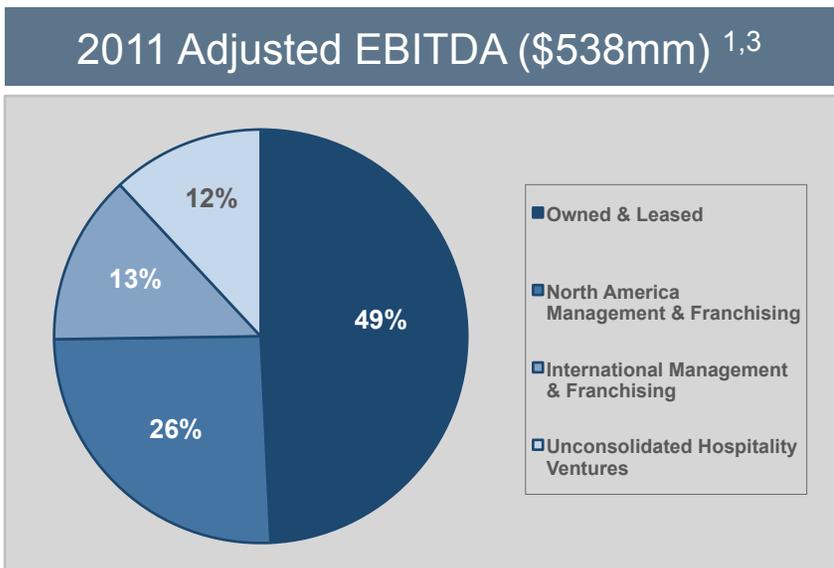


133,689 rooms / 488 properties\*

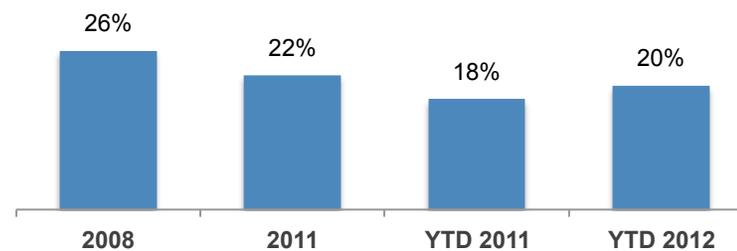


Note: Room counts as of March 31, 2012  
 \*Includes timeshare and residential units

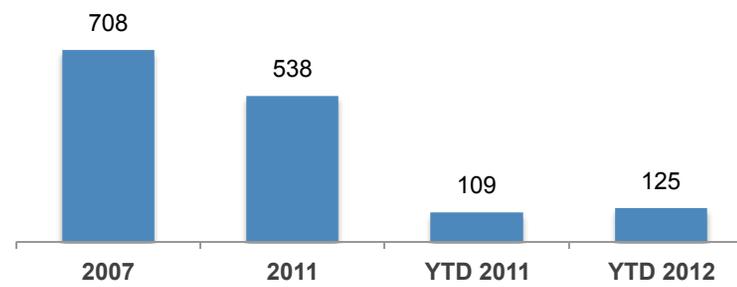
# Diverse Earnings Mix with Operating Leverage



### Owned and Leased Operating Margin <sup>2</sup>



### Adjusted EBITDA <sup>3</sup>



<sup>1</sup> Corporate and other EBITDA of (\$116) million not included in percent breakdown.

<sup>2</sup> Owned and leased operating margin is defined as the margin on owned and leased hotel results calculated as the difference between owned and leased hotels revenue and owned and leased hotels expense as reflected on our consolidated statements of income (loss) divided by owned and leased hotel revenue.

<sup>3</sup> For our definition of Adjusted EBITDA and a reconciliation of consolidated Adjusted EBITDA to EBITDA and a reconciliation of EBITDA to its most directly comparable GAAP measure, net income (loss) attributable to Hyatt Hotels Corporation, see Part I, Item 7 “Management’s Discussion and Analysis of Financial Condition and Results of Operations – Results of Operations” of our Annual Report on Form 10-K for fiscal year 2011 or the information posted on the Investor Relations website, which can be accessed at <http://www.hyatt.com>, then by selecting the Investor Relations link located at the bottom of the page, then selecting the Financial Information link. For Adjusted EBITDA YTD 2012 and 2011 see “Segment Information” in Part I, Item 1 of the Form 10-Q for quarter-ended 03.31.12.

# Owned / Venture Hotels in Key Gateway Cities



Chicago, IL



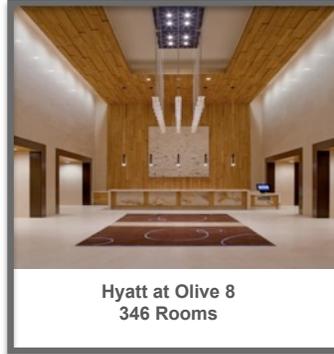
**Park Hyatt Chicago**  
198 Rooms

New York, NY



**Grand Hyatt New York**  
1,301 Rooms

Seattle, WA



**Hyatt at Olive 8**  
346 Rooms

Los Angeles, CA



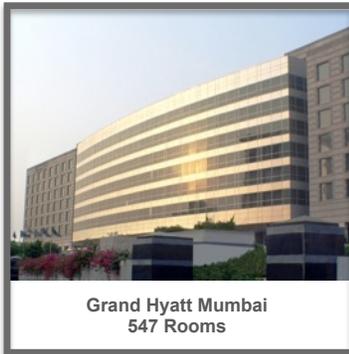
**Andaz West Hollywood**  
238 Rooms

Washington, D.C.



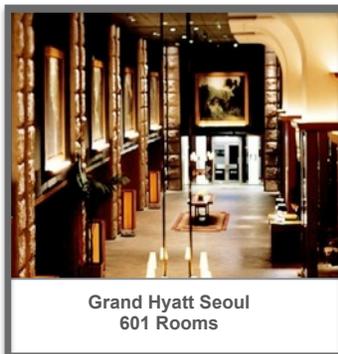
**Park Hyatt Washington**  
216 Rooms

Mumbai, India



**Grand Hyatt Mumbai**  
547 Rooms

Seoul, Korea



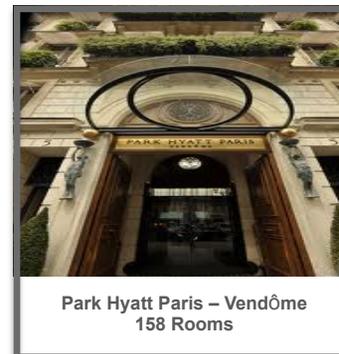
**Grand Hyatt Seoul**  
601 Rooms

São Paulo, Brazil



**Grand Hyatt São Paulo**  
466 Rooms

Paris, France



**Park Hyatt Paris - Vendôme**  
158 Rooms

Zurich, Switzerland



**Park Hyatt Zurich**  
142 Rooms

# Strategy Drives Brand Preference and Shareholder Value



## Focus on Improvement in the Performance of Existing Hotels

- Increase share of hotel stays
- Enhance operational efficiency
- Enhance customer satisfaction
- Renovate / re-invest in owned hotels
- Emphasize associate engagement

## Expanding Our Presence in Attractive Markets

- Increase presence
  - existing markets
  - emerging market expansion
- Increase focus on franchising, primarily in North America
- Utilize our capital and asset base for targeted growth
- Pursue strategic acquisitions and alliances

Delivering on the above is designed to create shareholder value and brand preference over the long-term

# Expected Future Expansion

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- **Executed contracts for more than 170 hotels (more than 38,000 rooms) across all brands<sup>1</sup>**

- ~70% of contracts outside North America
- ~50% of contracts in either China or India
- 100+ signings over the last two years

- **Future expansion into key markets**

Abu Dhabi  
China  
Mexico  
Russia

Amsterdam  
Hawaii  
New York

Bahamas  
India  
Vienna

- **Higher levels of Adjusted SG&A due to expansion (1/3 of increase in 1Q 2012)**
- **Expect to open over 20 hotels total in 2012<sup>1</sup>**
  - First international select service branded hotels to open in 2012

<sup>1</sup>As of March 31, 2012

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